



Office of the Supervisor  
ANTHONY F. CARUANA

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August 2, 2013

Mr. Aaron J. Mango  
U.S. Attorney's Office  
Western District of New York  
138 Delaware Avenue  
Buffalo, NY 14202

Re: 'Tonawanda Sustainability Fund' – Vision, Projects & Guidelines

Dear Mr. Mango,

Please find enclosed a set of proposed projects for your consideration, in regards to mitigation of harm caused by the Tonawanda Coke Corporation to our environment and to individuals who live, work and play in the Town of Tonawanda. It is our understanding that monetary fines levied against the Tonawanda Coke Corporation may be used to create a 'fund' to implement such projects. For purposes of this submittal, we will refer to this opportunity as the 'Tonawanda Sustainability Fund' ('Fund'), a title that reflects the comprehensive, forward-looking nature of our proposal.

Our community has responded to this set of circumstances in a very positive way, most notably in a remarkable level of cooperation and collaboration among residents, elected officials and other stakeholders. Together, we have developed a robust set of projects for consideration by the U.S. Attorney's Office and its partners, who will decide the nature and scope of the Fund. The projects are presented within the broader context of our 'vision' for the future and tempered by our first-hand experience with guidelines that influence successful project implementation.

To maximize impact of this opportunity, we encourage the U.S. Attorney's office to focus on projects that are 'transformational' in nature, investments that will have a significant impact on residents and efforts to build a future based on environment, economy and energy. We are fortunate to begin with several excellent projects culled from two decades of planning in the waterfront region, supplemented by recent out-reach efforts of community organizations.



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Mr. Aaron Mango

We are aware that, as of this moment, that the exact amount of monetary fines and other conditions have yet to be determined and are subject to legal proceedings. It should be noted, therefore, the proposed projects can be implemented in stages and leverage funding from other sources, providing flexibility to the U.S. Attorney's Office in structuring its eventual decision.

Actions of the Tonawanda Coke Corporation have had a tragic impact on the lives of individuals, on our economic development, and on our entire community. With creation of the 'Tonawanda Sustainability Fund', we will have a once-in-a-lifetime opportunity to shape a new future based on environment, economy and energy.

Thank you for an opportunity to participate in this important process.

Sincerely,

A handwritten signature in blue ink that reads 'Anthony F. Caruana'.

Anthony F. Caruana, Supervisor  
Town of Tonawanda

Enclosures



## **TONAWANDA SUSTAINABILITY FUND**

### **- Strategy -**

To maximize impact of the Tonawanda Sustainability Fund ('Fund'), the Town of Tonawanda has chosen to focus on projects that are 'transformational' in nature, projects that will have an immediate, impact on efforts to build a future based on environment, economy and energy.

Individually and collectively, the projects reduce the likelihood that similar violations will occur in the future; reverse the impact to public health or the environment from air pollution or land contamination, and; reduce the overall risks to public health and the environment potentially affected by the violation at issue.

### **Base of Expertise**

A broad cross-section of the community has participated in developing these 'transformational' projects, including representatives of the public sector and private sector. Stakeholders have participated on steering committees, as well as public workshops, presentations and hearings.

In the last two years, especially, the Town and its partners have gained valuable insight into the relationships between economy, environment and energy, and started to integrate 'sustainable development' principles across a range of community initiatives. In the process, new and valuable relationships in the environmental field have been developed, including academia, government agencies, non-profits and residents.

The projects are broadly grouped into two categories: 'sustainable development' projects and; projects that affect 'health and welfare' of residents, employees and the broader community:

- **Sustainable Development** projects have been drawn from a series of studies and plans developed by the Town over the course of nearly three decades including: comprehensive master plans; waterfront development plans; local waterfront revitalization plans, and; site-specific studies. Most of the plans have been integrated into regional and state plans, such as the Niagara Greenway Commission.
- **Health and Welfare** projects have been drawn from the grassroots efforts of community organizations, including the Tonawanda Community Fund and the Clean Air Coalition, to encourage participation by those individuals most impacted by actions of the Tonawanda Coke Corporation.

### **Synergy and Opportunity**

The proposed projects will reduce the overall risk to public health and the environment by: converting legacies of the past into productive assets; changing land use to limit the potential for future adverse impacts, and; encouraging new uses based on sustainable development principles.

- Public Access

One of many legacies of industrial development is a lack of public access to the waterfront. The former Wickwire Steel Company purchased nearly a mile of shoreline in the early 1900s, a beautiful and environmentally sensitive area that remains inaccessible to this date.

An extraordinary opportunity exists to reclaim public access to that shoreline. Remediation of the former Wickwire Steel Company has been completed – the northern half referred to as '**Cherry Farm Park**' and the southern half referred to as '**The Wickwire Project**'. Together, the projects offer about 100 acres of land and nearly a mile of shoreline access.

Owners of both sites have actively supported public efforts to re-use the properties consistent with public goals - the Cherry Farm Park for passive recreation and The Wickwire Project for economic development focused on sustainability.

Combined, the two projects will transform the waterfront by creating a dynamic center of activity focused on public access to the shoreline, and demonstrating the interaction of environment, economy and energy.

- Sustainable Development

Land use in the waterfront region has been strongly influenced by the legacy of industrial development. As industries have declined, the assets they leave behind provide an opportunity to define a new future based on sustainable development principles.

The Northern Sector is positioned to attract a new generation of jobs and investment to undeveloped land near the Niagara and access to clean energy. The Southern Sector is positioned to attract jobs and investment to existing large industries, which are focused on their own sustainable development initiative.

The Central Sector represents the most challenging sector in terms of transformation and, yet, is well positioned to attract uses based on emerging regional markets outlined in the Western New York Regional Sustainability Plan (2013). Sites in the Central Sector that may not be candidates for 'traditional development' would appear to be very compatible with these new markets.

A comprehensive '**Sustainability Corridor Study**' in the Central Sector, integrated with opportunities in the Northern and Southern Sectors, represents a significant opportunity to transform a negative asset into a positive asset by defining market opportunities, and specific actions and projects.

The Central Sector also includes properties that have little or no re-use potential due to restrictions. The '**Seaway Solar Project**' represents a significant opportunity to transform a closed landfill into a large-scale solar generation project. The development of expertise and generation of revenues will lead to additional projects on other sites in the waterfront region, including The Wickwire Project.

- Creating the Context for Investment

A significant barrier to transformation of the waterfront region is the visual quality along major roadways in the region. The region still has an 'industrial' character, which does not reflect the quality required to attract a new generation of activity and users.

The success of projects outlined in this document will depend on creating the context for investment, including a landscape district. The Town of Tonawanda has recently been awarded funds through the Niagara Greenway Commission to prepare the '**River Road Landscape Plan**'.

There is an opportunity to incorporate 'green infrastructure' principles into plans that, combined with 'traditional' landscaping (i.e. – tree, shrubs) will enhance the environment as well.

- Community Empowerment

Most important, the legacy of past environmental practices has negatively impacted the lives of people who live, work and play in our community. A lack of resources prevents individuals from participating in decisions about their own lives, leading to a sense of helplessness.

A significant opportunity exists to provide resources that will empower individuals to transform their lives through: more robust data about their environment and their health (i.e. – testing and monitoring); access to better health services, education and training, and; financial assistance to physically relocate, if necessary.

The '**Community Empowerment Project**' encompasses a series of initiatives to gather more and better data on: the environment through air monitoring and soil sampling, and; the health of individuals through an epidemiological study.

The '**Health and Wellness Project**' offers residents a physical location for the delivery of healthcare services and educational programs, in the context of a waterfront park that highlights passive recreation, natural assets and the site's history as a canal-era farm.

The '**Residential Relocation Project**' offers residents a more direct option to reduce further exposure by providing financial resources to move further away from the impacted area. The demolition of vacated structures would eliminate the potential for residential use to be re-introduced to the area.



## Waterfront Sectors



## Major Parcels





Figure 3

Proposed Project Locations





## TONAWANDA SUSTAINABILITY FUND

### - Cherry Farm Park -

#### I. Description

- The Cherry Farm Park ('Project') is defined as redevelopment of a 55-acre site (+/-) along the Niagara River.
- The purpose of the Project is passive waterfront recreation (see Figure 1 – Concept Plan) in a setting that celebrates unique environmental and historic assets of the site.

#### II. Impact on the Environment

- The Project will ***increase public awareness of sustainable development*** principles by creating a showcase along the Niagara River, leveraging additional public and private investments in the waterfront region.
- The Project will ***increase public awareness of the Niagara River ecosystem*** by providing direct access to the shoreline and wetlands, as well as opportunities for public education.
- The Project will ***reduce impact on water quality*** by introducing 'green infrastructure', including bioswales and permeable pavement.

- The Project will increase the ***use of alternative energy*** on site (e.g. – lighting, security, public facilities) and, therefore, displace air pollution generated by traditional energy sources.

### III. Other Community Goals

- The Project will highlight unique ***historic assets*** of the site, including: the Erie Canal and early Town settlers (i.e. – the Cherry Family); purchase and use of the property by the Wickwire Steel Company; the environmental legacy of industry, and; growing awareness of sustainable development principles.
- The Project will encourage ***job creation and investment*** in the waterfront region by attracting a new generation of jobs and investment in sustainability.
- The Project will encourage ***participation by existing industrial companies***, in highlighting past, present and future of industry in the community, including leadership in sustainable manufacturing and sponsorship of specific park features.

### IV. Status

- The property has been identified as a key site in several local and regional studies, based on its size and location along the Niagara River.
- A substantial base of site information is available on the site, including completion of environmental remediation, site surveys and site preparation.
- Development concepts have been presented to the public during planning efforts (e.g. – waterfront master plans), and received strong support based on the potential to transform the waterfront.
- The Project has been vetted with key stakeholders, including: property owners, local government, environmental agencies and non-profits, real estate professionals and planning professionals.
- Through many projects over many years, there is a strong team of stakeholders with the experience to undertake a project of this scope and magnitude.

## V. Project Elements

- Phase I – Basic Site Access

- Based on prior discussions with property owners, it is anticipated that the land will be donated, alleviating any significant costs for acquisition.
- The Town and PRPs are currently discussing options to reduce the cost of pre-treating ground-water collected on-site (currently about \$100,000 per year).
- A series of physical improvements are required to get ‘basic’ site access (costs do not include engineering, contingencies or administrative):

○ Roadway (24’ width)	\$ 498,000
○ Biolswales	\$ 250,000
○ Bike Path, Bike racks	\$ 102,000
○ Parking lots	\$ 80,000
○ Tables, benches, trash recep.	\$ 50,000
○ <u>Signage, gate, benches</u>	<u>\$ 20,000</u>

**Projection** **\$ 1,000,000**

- Phase II – Park Enhancements

- Phase II includes a series of physical improvements that will extend the scope of site amenities (costs do not include engineering, contingencies or administrative):

○ Utilities	\$ 840,000
○ Earthwork	\$ 465,000
○ Landscaping, seeding	\$ 380,000
○ Site Concrete	\$ 120,000
○ Lighting	\$ 150,000
○ Pavilions	\$ 159,000

○ Walkways	\$ 153,000
○ <u>Nature Trail</u>	<u>\$ 30,000</u>

**Projection** **\$ 2,297,000**

- Phase III – Future Investments

- Original plans for the Cherry Farm Park included construction of a 14,000 square-foot main park building. Preliminary designs and cost estimates have been prepared by the Town, and utility conduits installed during capping of the site.
- Although designed to support general amenities (e.g. – food, meeting space, restrooms), the building may be adapted for purposes consistent with park assets (e.g. – environment and history).
- For purposes of the Fund, the Project focuses on basic site access and enhancements (i.e. – Phase I and II). Phase III is addressed separately under the proposed ‘Health and Wellness Center’

## VI. Other Resources

- Matching Funds

- Phase I and Phase II are both eligible for several regional, state and federal programs that could extend resources of the Tonawanda Sustainability Fund.
  - Contributions by the Fund would serve as a ‘local match’ to leverage other public and private resources.
  - As cash flow is often a barrier to implementation, the Fund should make monies available to pay contractors during construction and then be reimbursed by ‘traditional’ sources upon project completion.



- Potential Revenues

- Although the land would be dedicated for passive recreation, opportunities to generate revenue to offset the cost of operations and maintenance:
  - Rental of park pavilions
  - Rental of sporting equipment (e.g. – bikes, snowshoes)
- There are opportunities to generate revenues through partnerships with not-for-profit organizations with environmental and historical missions.

Figure 1

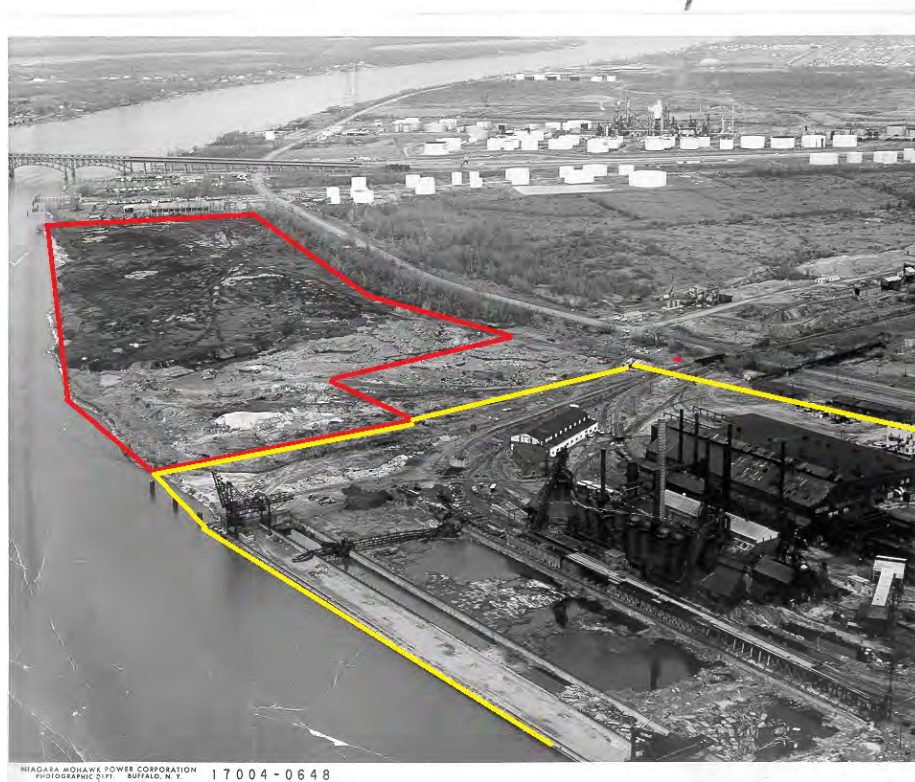
Cherry Farm Park (Project Location)



Note: Cherry Farm outlined in red. Wickwire Project outlined in yellow.

Figure 2

Cherry Farm Park (Historic Use)



Note: Cherry Farm outlined in red. Wickwire Project outlined in yellow.

Figure 3

Cherry Farm Park (Current Status)



Note: Cherry Farm outlined in red. Wickwire Project outlined in yellow.



Figure 4

Cherry Farm Park (Concept Plan)



Note: Concept plan prepared by Clark, Patterson & Lee (2012).





## TONAWANDA SUSTAINABILITY FUND

### - The Wickwire Project -

#### I. Description

- The Wickwire Project ('Project') is defined as redevelopment of a 40-acre site (+/-) along the Niagara River.
- The Project includes: waterfront access ('The Ore Yards'); historic re-use ('The Power House'); job creation ('The Mills'), and; alternative energy generation.

#### II. Impact on the Environment

- The Project will ***eliminate the likelihood that new sources*** of air and/or land pollution will be introduced immediately adjacent to the Niagara River.
- The Project will increase the ***use of alternative energy*** on site and, therefore, displace air pollution generated by existing or new companies.
- The Project will ***increase public awareness of sustainable development*** principles by creating a showcase along the Niagara River, leveraging additional public and private investments in environment, economy and energy.
- The Project will increase awareness of the Niagara River ecosystem by providing ***direct access to the shoreline*** and opportunities for public education, consistent with goals and objectives of the adjacent Cherry Farm Park.

### III. Other Community Goals

- The Project will highlight several **historic themes**, including: the story of Wickwire Steel, industrial development in the waterfront, the environmental legacy and growing awareness of sustainable development principles.
- The Project will encourage **job creation and investment** by companies attracted by and contributing to the overall theme of sustainability.
- The Project will encourage **participation by existing industrial companies**, in highlighting past, present and future of industry in the community, including leading roles in sustainable practices.

### IV. Status

- The property has been identified as a key site in several local and regional studies, based on its size and location along the Niagara River.
- A substantial base of site information is available on the site, including completion of environmental remediation and site surveys.
- Development concepts have been presented to the public during planning efforts (e.g. – waterfront master plans), and received strong support based on the potential to transform the waterfront.
- The ‘Wickwire Project’, a refined version of earlier concepts, has been vetted with key stakeholders, including: the property owner, local government, environmental agencies and non-profits, real estate professionals and planning professionals.
- The TTDC has prepared RFPs to complete design and engineering for ‘The Ore Yard’ and ‘The Power House’, and will be submitting requests to funding sources.
- Through many projects over many years, there is a strong team of stakeholders with the experience to undertake a project of this scope and magnitude.

V. Project Elements

- Phase I – Public Improvements
  - Using data from a Concept Study commissioned by stakeholders, the cost to acquire the site, make public improvements and set the stage for private investment would be:

○ Site Acquisition	\$ 1,000,000	(40 acres @ \$25,000/acre)
○ Site Preparation	\$ 2,000,000	
○ Site Amenities	\$ 500,000	
○ <u>Waterfront Amenities</u>	<u>\$ 500,000</u>	
Projection	\$ 4,000,000	
- Phase II – Private Improvements
  - Phase II would require the extension of infrastructure into the site (i.e. – roads and sewers) to leverage private investment:
    - ‘The Mills at Wickwire’ will offer 25-acres (+/-) for private sector job creation and investment.
    - The ‘Power House at Wickwire’ may (if preserved and stabilized during Phase I) provide an opportunity for creative, private sector re-use of the interior.
  - The public sector would install the improvements and costs (estimated below) would be borne by the companies and ‘traditional’ funding sources
    - Roadways and Utilities \$ 5,000,000
  - Phase II also offers an opportunity to recover costs of the initial investment:
    - Land value (sale/ground lease) \$ 1,000,000 (25 acres @\$40,000 per acre)

## VI. Other Resources

- The Project is eligible for several regional, state and federal programs that could extend resources of the Tonawanda Sustainability Fund.
  - o As 'traditional' funding sources are generally restricted from acquiring private land, a priority use of the Fund is acquisition.
  - o Contributions by the Fund would serve as a 'local match' to leverage other public and private resources.
  - o As cash flow is often a barrier to implementation, the Fund should make monies available to pay contractors during construction and then be reimbursed by 'traditional' sources upon project completion.

Figure 1

The Wickwire Project (Project Location)



[Wickwire Project outlined in yellow. Cherry Farm outlined in red.]



Figure 2

The Wickwire Project (Historic)



Note: Wickwire Project Outlined in yellow. Cherry Farm outlined in red.

Figure 3

The Wickwire Project (Current Status)



Figure 4

The Wickwire Project (Concept Plan – Office/Mixed Use)

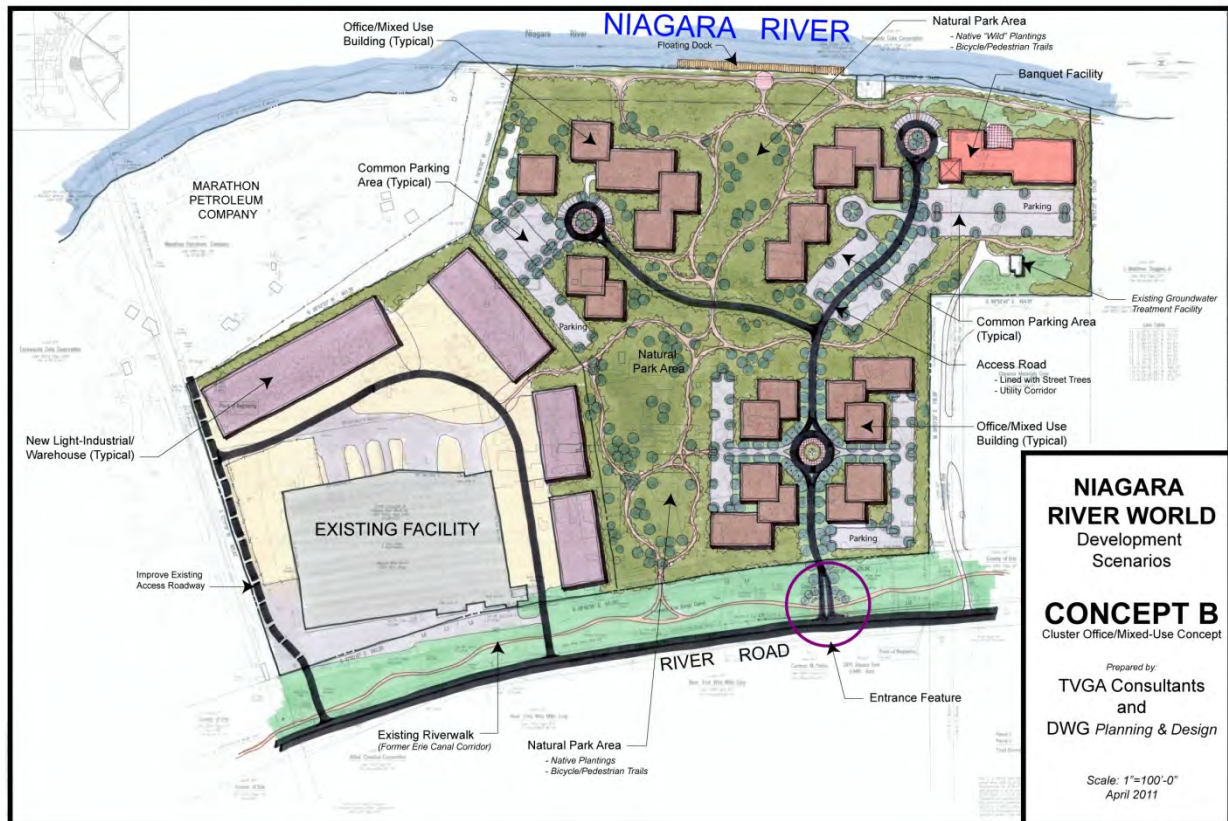
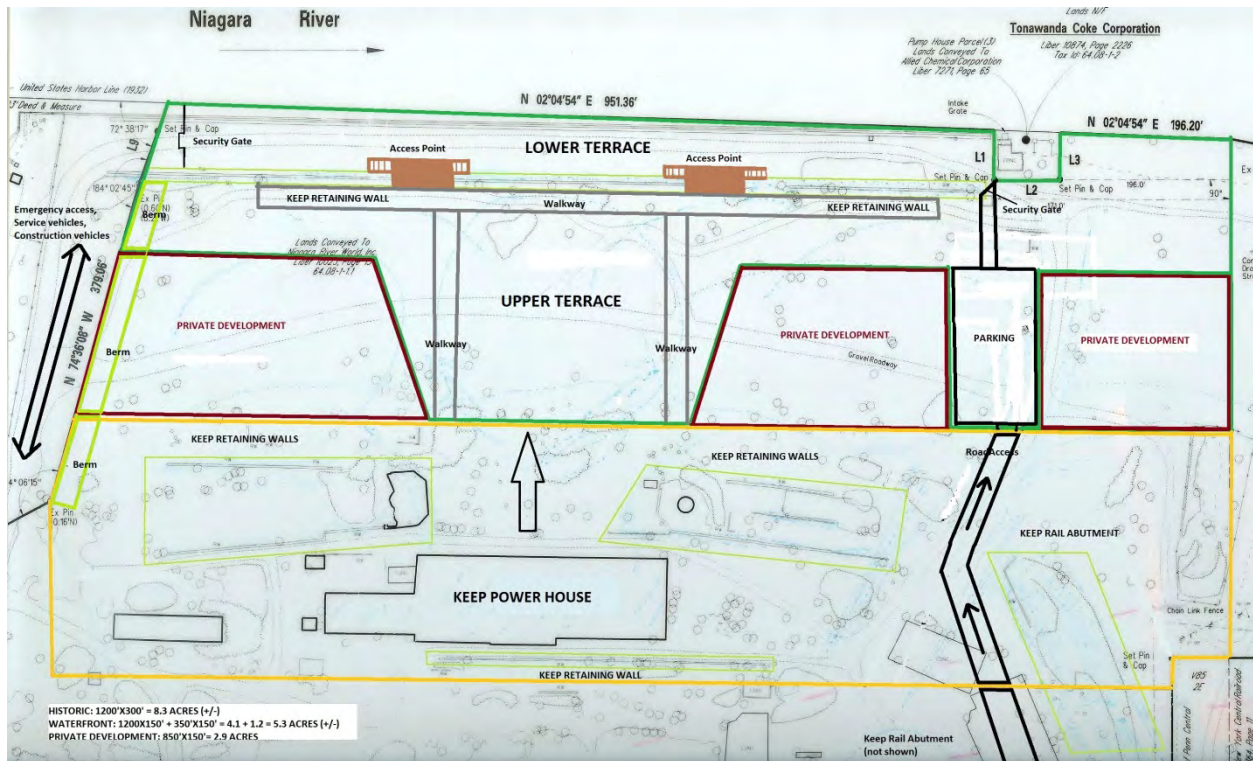




Figure 5

The Wickwire Project (Concept Detail – Waterfront/Historic Re-use)



Note: Prepared by Town of Tonawanda Development Corporation



## TONAWANDA SUSTAINABILITY FUND

### - River Road Landscape District -

#### I. Description

- The River Road Landscape District ('Project') is defined as the creation of greenways along major public roadways and access points in the waterfront region, including River Road; Grand Island Boulevard; Sawyer Avenue, and; Sheridan Drive.
- The Project includes: enhancing the buffer between vehicles on roadways and people and bicycles on adjacent paths; greatly improving the view sheds for all travelers; restoring natural habitat throughout project area, and; improving community character and pride.

#### II. Impact on the Environment

- The Project will ***introduce 'complete streets' and 'green infrastructure'*** along key roadways in the waterfront region, creating a showcase along the Niagara River.
- The Project will ***increase awareness of the Niagara River ecology*** by drawing more residents to a scenic and inviting setting, consistent with broader sustainability objectives.
- The Project will ***reduce the likelihood that new sources*** of air and/or land pollution will be introduced immediately adjacent to the Niagara River, by attracting a new generation of companies in 'green industries' or seeking clean energy.



### III. Other Community Goals

- The Project will highlight several **historic themes**, including: industrial development in the waterfront, the environmental legacy and growing awareness of sustainable development principles.
- The Project will encourage **participation by existing industrial companies**, either directly or indirectly through the ownership of land, funding of specific improvements or on-going maintenance.

### IV. Status

- The Town of Tonawanda has received \$70,000 from the Niagara Greenway Commission for planning and design, and selection of a consultant is underway.
- Development concepts have been presented to the public during planning efforts (e.g. – waterfront master plans), and received strong support based on the potential to transform the waterfront.
- Through many projects over many years, there is a strong team of stakeholders with the experience to undertake a project of this scope and magnitude.

### V. Project Elements

- Improvements

- The Project is defined by the following elements:

o <u>Implementation</u>	<u>\$ 1,000,000</u>
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Total	\$ 1,000,000
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## VI. Other Resources

- The Project is eligible for several regional, state and federal programs that could extend resources of the Tonawanda Sustainability Fund.
  - o As 'traditional' funding sources are generally restricted from acquiring private land, a priority use of the Fund is acquisition, if required.
  - o Contributions by the Fund would serve as a 'local match' to leverage other public and private resources.
  - o As cash flow is often a barrier to implementation, the Fund should make monies available to pay contractors during construction and then be reimbursed by 'traditional' sources upon project completion.



Figure 1  
Project Location



## TONAWANDA SUSTAINABILITY FUND

### - Seaway Solar Project -

#### I. Description

- The Seaway Solar Project ('Project') is defined as construction of a **large-scale solar energy facility** to demonstrate the re-use potential of former landfills in the waterfront region.
- The **Seaway Landfill, a closed landfill facility**, has been identified as the preferred site for the demonstration project, based on its physical characteristics, high visibility and experience of the entity which currently oversees maintenance.
- It is estimated that the site can host **up to 8 MW of generating capacity at a cost of \$14 million**, although the project can be scaled according to available funding resources.
- At a capacity of 8 MW, the Project would generate **revenues estimated at more than \$1 million per year**, providing an opportunity to fund additional clean-energy projects or other sustainability projects.

#### II. Impact on the Environment

- The Project will increase the **use of clean energy** and, therefore, displace air emissions generated by existing or new companies using fossil fuels.

- The Project will ***leverage additional investment*** in solar energy by creating a base of expertise and a source of revenues for additional capacity, further reducing air emissions.
- The Project will ***increase public awareness of sustainable development*** principles by creating a showcase along the Niagara River.

### III. Other Community Goals

- The Project will highlight several ***environmental themes***, including: the legacy of landfills and growing awareness of re-using landfills for productive purposes.
- The Project will attract ***new jobs and investment*** by companies seeking access to clean energy in the context of a vibrant waterfront region, rather than an area dominated by an eyesore and symbol of past environmental problems.
- The Project can be used to ***encourage participation by existing industrial companies***, either as direct consumers of the power generated power or indirect partners in “zero waste-to-landfill” programs.

### IV. Status

- The concept of a large-scale Solar Energy Project is one of several projects identified through the ‘Tonawanda Sustainability Initiative’, a partnership of government, non-profit, academic and community organizations.
- Based on national and international experience in the re-use of landfills, the Seaway Landfill has several characteristics which indicate a very feasible project:
  - Status – capped and closed approximately 20 years ago
  - Acreage Available – up to 40 acres (+/-)
  - Slope –appropriate
  - Orientation - southward
  - Solar Access/Shading – no obstructing uses
  - Transmission lines – two major lines immediately adjacent to site
  - Site Control – single owner

- Maintenance – operator has experience with solar projects in other states
- The Seaway Landfill is surrounded by sites suitable to attract a new generation of jobs and investment, including the Riverview Solar Technology Park (immediately adjacent) and two proposed projects: The Wickwire Project and the ‘Sustainability Corridor’.
- As a demonstration of its commitment to large-scale solar energy projects, the Town of Tonawanda has already revised its zoning codes and procedures to facilitate the review and permitting of large-scale solar projects.
- Through the ‘E3 Initiative’, the Town has developed a strong team of stakeholders with the experience to guide and support a project of this scope and magnitude.
- Alternate sites are available in the waterfront region for a demonstration project or subsequent ‘spin-off’ projects, including The Wickwire Project and the NRG Huntley Fly Ash Disposal site.

## V. Project Elements

- Using data from a nearly completed project in Delaware, it is estimated that full build-out of an 8 MW system would be \$14 million.
- The nature of the project is such that the project could be scaled down as dictated by the availability of funding.
- The presence of two major transmission lines immediately adjacent to the property line would significantly reduce project costs.

## VI. Other Resources

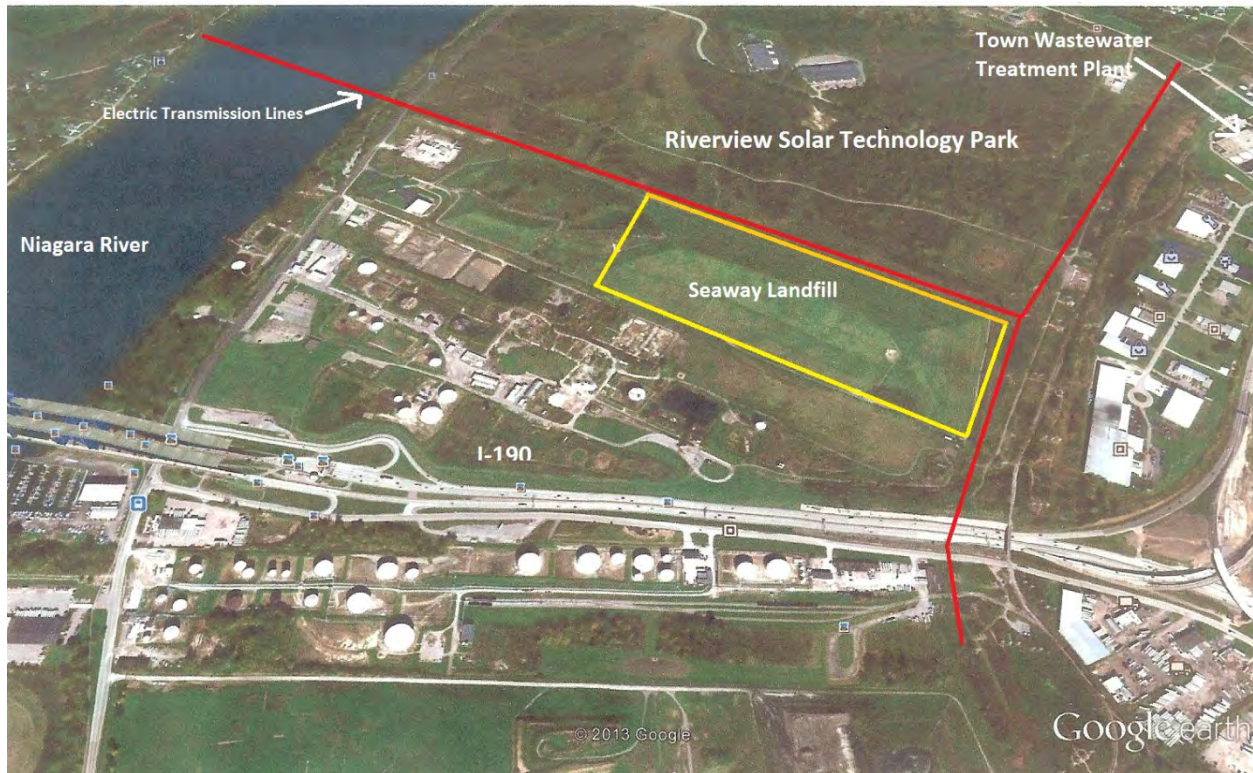
- The Project is eligible for several regional, state and federal programs that could extend resources of the Tonawanda Sustainability Fund.



- Contributions by the Fund would serve as a 'local match' to leverage other public and private resources.
- As cash flow is often a barrier to implementation, the Fund should make monies available to pay contractors during construction and then be reimbursed by 'traditional' sources upon project completion.

Figure 1

Current Status





## TONAWANDA SUSTAINABILITY FUND

### - Sustainability Corridor -

#### I. Description

- The Sustainability Corridor ('Project') is defined as a strategic plan to transform the waterfront region into a unique center of sustainable development by combining existing assets with regional sustainability initiatives.
- The Project includes the identification of: existing site and area conditions; market niche based on regional sustainability strategies; preparation of concept plans and cost estimates for key projects and public investments, and; development of an overall sustainability strategy.

#### II. Impact on the Environment

- The Project will ***reduce the likelihood that new sources of air or land pollution*** will be introduced in the waterfront region by displacing potential heavy industrial uses with new uses based on "green industries".
- The Project will ***reduce greenhouse gas (GHG) emissions*** by the encouraging the upgrade of conventional energy infrastructure (e.g. – transmission lines, pipelines, rail lines, water treatment).

- The Project will increase the ***use of alternative energy*** by encouraging the re-use of brownfields for alternative energy generation and displacing conventional fuels used by existing or new companies.
- The Project will result in the identification of projects by ***existing industrial facilities*** that seek to reduce their environmental 'footprint' by making internal improvements, encouraging cooperation with adjacent industrial facilities and supporting community projects to enhance the surrounding area.
- The Project will result in the identification of specific projects designed to ***reduce greenhouse gas (GHG) emissions*** by attracting uses that offer products and services to the regional marketplace for sustainability, and serving as a showcase for sustainable technology.
- The Project will result in the identification of ***specific building codes, zoning regulations and other controls*** to ensure that projects are implemented in a manner consistent with sustainable development practices.

### III. Other Community Goals

- The Project will highlight several ***historic themes***, including: industrial development in the waterfront; the environmental legacy of industry and; growing awareness of sustainable development principles in shaping a new future.
- The Project will encourage ***job creation and investment*** by companies attracted by and contributing to the overall theme of sustainability.
- The Project will encourage ***participation by existing industrial companies***, which have integrated sustainable development practices into their operations and, in some cases, offer products and services to address sustainability (e.g. – FMC).

### IV. Status

- The waterfront region has three sectors (i.e. – northern, central and southern) with distinct opportunities for sustainable development.

- The Northern Sector is characterized by vacant land suitable for attracting a new generation of jobs and investment by 'green industries' and companies seeking access to clean energy (e.g. - Riverview Solar Technology Park).
  - The Central Sector is characterized by a base of heavy industrial facilities that are in various stages of transition. The legacy of heavy industry is both negative for 'traditional development' and positive for re-use as 'sustainable development' (e.g. – large properties with access to key transportation and energy assets).
  - The Southern Sector is characterized by an established base of large manufacturing facilities that are committed to sustainable development practices and beginning to explore cooperative projects.
- Through many projects over many years, there is a strong team of stakeholders with the experience to undertake a project of this scope and magnitude.
  - Although an RFP has not been written specifically for the Project as of this date, expertise exists in the region to reasonably identify scope, costs and timing of the Project.

## V. Project Elements

### – Cost:

○ Analysis of existing conditions	\$ 50,000
○ Wind/solar capacity	\$ 75,000
○ Market analysis - sustainability	\$ 100,000
○ Concept plans/cost estimates	\$ 150,000
○ <u>Sustainability Strategy</u>	<u>\$ 75,000</u>

Projection	\$ 450,000
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## VI. Other Resources

- The Project is eligible for several regional, state and federal programs that could extend resources of the Tonawanda Sustainability Fund.
  - o Contributions by the Fund would serve as a 'local match' to leverage other public and private resources.
  - o As cash flow is often a barrier to implementation, the Fund should make monies available to pay contractors during construction and then be reimbursed by 'traditional' sources upon project completion.

## VII. Studies and Resources

In addition to consistency with broader community-wide and waterfront region studies, this Project will benefit from the following key studies and resources:

- River Road & I-190 Study (2000)
  - o Commissioned by the Town of Tonawanda Development Corporation (TTDC) and key stakeholders, and prepared by TVGA. Study provides a detailed description of existing parcels and assets.
- WNY Regional Sustainability Plan (2013)
  - o Commissioned by NYSERDA and key stakeholders under the New York State "Cleaner, Greener Communities Program", and prepared by Ecology and Environment. Study provides a detailed description of existing conditions, goals, strategies, indicators and actions for regional sustainability.



## TONAWANDA SUSTAINABILITY FUND

### - Health and Wellness Project -

#### I. Description

- The Health and Wellness Project ('Project') is defined as the holistic delivery of services to impacted residents and employees within the setting of a passive waterfront park.
- Specific services include:
  - o **Health care services** to improve emotional and physical well-being of impacted residents and employees, including counseling (individual and group); occupational and physical therapy; health clinic, and; general wellness classes and training.
  - o **Educational Programs** to improve awareness of and participation in environmental issues affecting impacted individuals, including the legacies of heavy industry and new directions in alternative energy and sustainability.
- The Project includes construction of a one-story, 14,000 square-foot building and formal deck with overlook in the Cherry Farm Park, to deliver a range of services in a site with unique synergies:

- **Multi-purpose class room/interpretive center and office space** for service delivery, and ancillary facilities (e.g. - banquet room, restaurant, kitchen, gift shop, concession stand and restrooms) for general park activities.
  - **Passive Recreation**, including trails for year-round activities (e.g. – walking, biking, and snowshoes), kayak launch, picnic areas and open space for general recreation.
  - **Improved Nutrition**, through opportunities for such projects as community gardens and/or Farmer’s Market, consistent with historical theme of the park (i.e. – land owned by the Cherry Family, prominent local farmers during Erie Canal era).
- The Health and Wellness Project at Cherry Farm will operate year round, creating community social capital and restoring the positive (and healthy) branding of the impacted riverfront communities as excellent places to live, work and play.

## II. Impact on the Environment

- The Project will have an indirect impact on the environment through increased environmental awareness and activism, enhancing public participation and support of continuing efforts.

## III. Other Community Goals

- The Project will have a direct impact on the health and wellness of impacted residents and employees by delivering key services in a holistic manner.

## IV. Status

- The Cherry Farm Park has been identified as a key project under the proposed ‘Tonawanda Sustainability Fund’. The Town of Tonawanda has been working with the property owner and other stakeholders to develop the park for passive recreation.

- Initial designs and cost estimates for the proposed building and overlook deck were prepared in 1997, and adjusted for inflation to current dollars.
- Alternate sites are available in the waterfront region for the proposed Project, although the Cherry Farm Park offers unique synergies with the Health and Wellness Project.

## V. Project Elements

- Main Building
  - o Cost. The projected cost for construction is **\$4 million**.
  - o Offsets. The nature and scope of the project (i.e. – ‘bricks-and-mortar’) lends itself to grants and sponsorships from several public and private sources, including major corporations, foundations and individuals.
- Programs and Services
  - o Cost. It is recommended that funding for a three-year start-up period be provided in the amount of **\$1.5 million**, based on the following annual costs:
    - Staffing /benefits (6-8 full time employees)      \$ 250,000
    - Non-Staff      \$ 225,000
    - Insurance
    - Marketing/promotions/communications/website/social media
    - Maintenance repairs
    - Programs
    - Professional services
  - o Offsets. The nature and scope of the programs and services lends itself to the generation of revenues (e.g. – rentals, concession fees, and advertising), as well as charitable donations.

## VI. Other Resources

- The Project is eligible for several regional, state and federal programs that could extend resources of the Tonawanda Sustainability Fund.
  - o Contributions by the Fund would serve as a 'local match' to leverage other public and private resources.



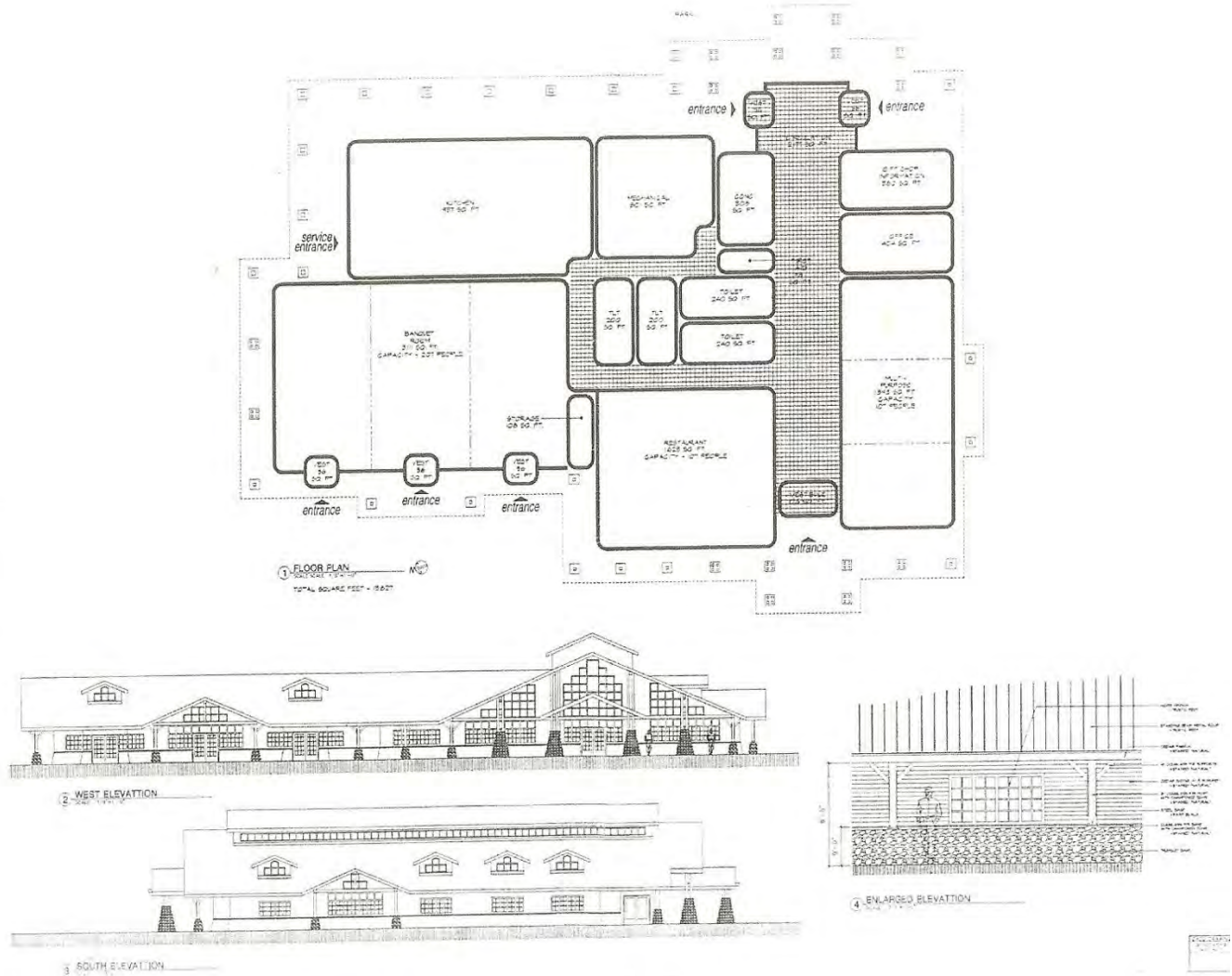
Figure 1

Project Location



Figure 2

Main Building Design





## **TONAWANDA SUSTAINABILITY FUND**

### **- Residential Relocation Project -**

#### **I. Description**

- The Residential Relocation Project ('Project') is defined as the voluntary relocation of individuals residing on Kaufman, James, Sawyer and Ritchie Street, and demolition of vacated properties.
- Specific services include: the purchase of properties, financial and technical assistance for relocation of individuals, and demolition of vacated properties.

#### **II. Impact on the Environment**

- The Project will have a direct impact on the environment by the clean-up of an estimated fifty residential properties, after structures have been demolished.
- The Project will also have an impact on the environment by reducing air emissions generated by the heating and cooling of an estimated fifty residential structures.

#### **III. Other Community Goals**

- The Project will improve the health and wellness of individuals currently living immediately adjacent to the Tonawanda Coke Corporation by providing financial and

technical resources for physical relocation, and reduce future exposure by removing the vacated structures.

#### IV. Status

- It is our understanding that a poll of residents has been conducted and most have indicated a desire to relocate, if offered the opportunity.

#### V. Project Elements

##### - Costs

○ Acquisition	\$1,800,000
○ Demolition	\$1,000,000
○ Environmental Clean-up	\$ 250,000
○ Relocation of homeowners	\$4,200,000
○ Relocation of tenants	\$ 600,000
○ <u>Administrative Expenses</u>	<u>\$2,000,000</u>

**Total cost: \$9,850,000**

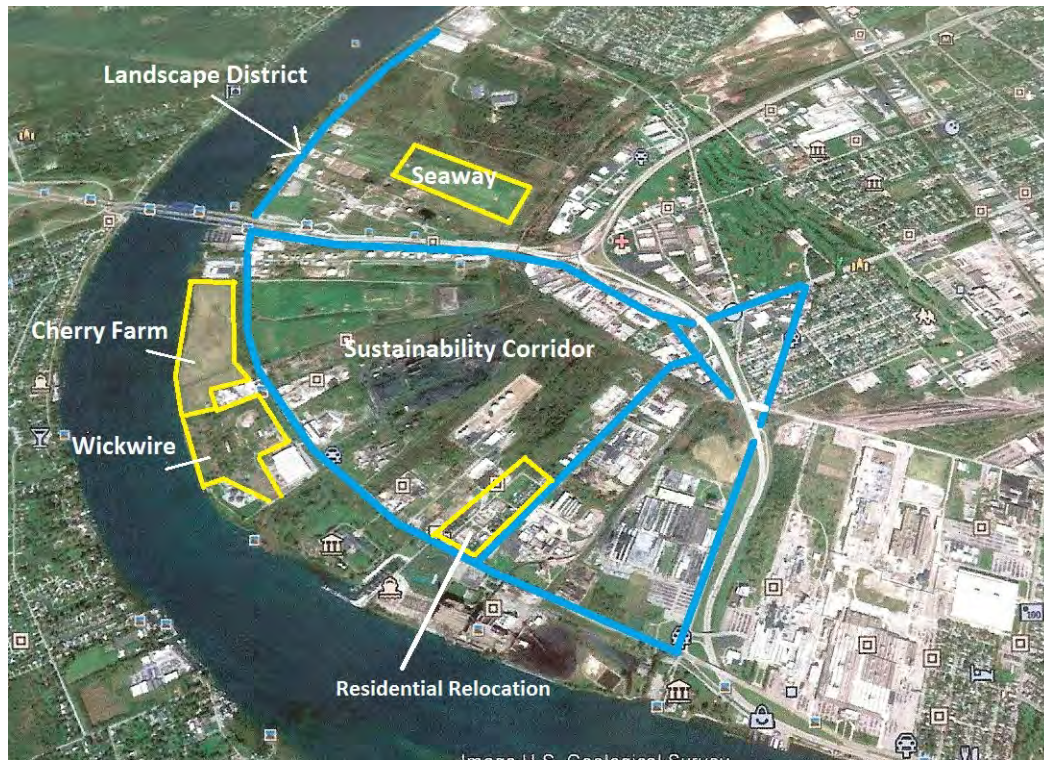
#### VI. Other Resources

- The project will result in cleared land, representing a potential source of revenue, if sold to potential users. Based on the amount of land, however, such revenues would be negligible.
- The Project may be eligible for state and federal programs that could extend resources of the Tonawanda Sustainability Fund.
  - Contributions by the Fund would serve as a 'local match' to leverage other public and private resources.



Figure 1

Project Location







## TONAWANDA SUSTAINABILITY FUND

### - Community Empowerment Project -

#### I. Description

- The Community Empowerment Project ('Project') is defined as a set of activities designed to empower residents, employees and the broader community by increasing the base of knowledge about health and environmental conditions in the impacted area.
- Activities include more frequent and more robust testing than conducted by public agencies:
  - o **Air and Soil Investigation** – A comprehensive environmental air and soil investigation to examine the impact of foundry coke emissions from the Tonawanda Coke facility, specifically particulate organic material (POM) in the immediate surrounding environment.
  - o **Health Study** – Epidemiologists and health professionals would perform a community-oriented study of environmental health and health outcomes in the impacted area. The study would fill in the gaps of a NYS DOH study previously conducted and would utilize innovative methods such as portable air monitors to focus on: cancer incidence data; demographic variables and air pollution exposure patterns.

- Activities also include steps to empower residents, employees and the broader community through access to education and capacity-building 'tools':
  - o **Environmental Quality and Justice Endowment** – a community-foundation run endowment to fund future projects that improve environmental quality and justice.
  - o **Citizen Science Lending Library** – a resource center that would: stock and maintain a library of free, rentable materials to use for citizen science projects; hold workshops and training on how to use materials for projects, and; manage the promotion and dissemination of information and supplies from the lending library to the community.

## II. Impact on the Environment

- The Project will have a direct impact on the environment through: a better understanding of current environmental conditions; the identification of potential remedial actions, and; the enhancement of policy decisions.
- Specific impacts include:
  - o **Air and Soil Investigation** – characterization and measurement of POMs originating from Tonawanda Coke Corporation to determine what chemicals are specific to that company; identification of chemicals present in the surrounding residential community, including potential sources and potential health risks, and; determination if further reductions and controls are warranted.

## III. Other Community Goals

- The Project will also have a direct impact on quality of life for residents, employees and the broader community by providing better 'tools' (e.g. – data and education) to participate more fully in decisions affecting their lives.

#### IV. Status

- The Project is a composite of individual projects identified through the grassroots efforts of community organizations, including the Tonawanda Community Fund and the Clean Air Coalition.
- The individual projects described herein are deemed to be 'transformational' in nature, consistent with the Town's strategy. It is anticipated that the respective organizations will submit these and additional projects under separate cover for consideration by the U.S. Attorney's Office.

#### V. Project Elements

PROJECT	COSTS
Air and Soil Investigation	\$ 750,000
Health Study	\$ 100,000
Endowment	\$2,000,000
Citizen Lending Library	\$ 250,000
<b>TOTAL</b>	<b>\$3,100,000</b>

#### VI. Other Resources

- The Project may be eligible for regional, state and federal programs that could extend resources of the Tonawanda Sustainability Fund.
  - o Contributions by the Fund would serve as a 'local match' to leverage other public and private resources.



## TONAWANDA SUSTAINABILITY FUND

### - Guidelines -

In order to maximize the impact of the Tonawanda Sustainability Fund ('Fund'), it is recommended that the Fund Administrator adopt the following guidelines:

#### (1) Matching Funds

Most, if not all, of the proposed projects are eligible for funding through public and private programs. The programs typically require a 'local match', which is often a significant barrier to implementation due to limited local resources.

It is recommended the Fund Administrator consider the ability of a project to leverage other funding sources as an important factor, and that the Fund be eligible for use as the 'local match'. In this way, the Fund can leverage more projects than its limited resources may allow.

#### (2) Preliminary Studies

Some proposed projects are at early stages and will require preliminary studies prior to actual implementation. Examples include: concept plans; design and engineering studies, and; bid documents. The cost of such preliminary activities can be a significant barrier to implementation.

It is recommended that **preliminary studies be eligible activities** under the Fund. In this way, the number of projects brought to traditional funding sources can be maximized.

(3) Cash Flow

Many traditional funding sources require the Project Sponsor pay contractors 'out-of-pocket' during implementation, and wait for reimbursement from the source. Cash flow is often a significant barrier to implementation.

It is recommended that the Fund Administrator **allow funds to be used for project cash flow**. In this way, Project Sponsors will be able to implement projects more quickly, removing a significant barrier.

In this way, the number of projects brought to traditional funding sources can be maximized.

(4) Revenues

Some proposed projects will have the ability to generate revenues, including a single event (e.g. – sale of brownfield land) and continuous reflow (e.g. – generation of solar power).

It is recommended that the Fund Administrator set up a process to **recapture funds Fund for re-use**. In this way, the number of projects can be maximized.

	Cherry Farm	River Road Wickwire Landscape	Seaway Solar	Sustain. Corridor	Wellness Center	Residential Relocation	Community Empower.
Public Access	x	x					
Job Creation		x		x			
Sustainability	x	x	x	x			
Alternative Energy	x	x		x			
Image			x	x			
Data							x
Education					x		x
Health					x	x	x
Phase 1							
Phase 2							
TOTAL							



